TASK ORDER No. 47QTCE19F0002

Federal Marketplace Support

**One Acquisition Solution for Integrated Services
(OASIS SMALL BUSINESS) Contract Number GS00Q14OADS112**

Issued by:
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Federal Acquisition Service (FAS)
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3.0. DESCRIPTION OF SERVICES

3.1. OVERVIEW

3.1.1. Scope and Objectives

This solicitation will provide program support to the Federal Marketplace (FMP) Initiative as part of the GSA Agency Reform Plan (ARP). The FMP Initiative is a modernization effort that aims to create a reimagined acquisition experience to simplify buying and selling in the Government. The approach includes policy, process, and technology improvements, focused on:

- Streamlining and consolidating GSA's Multiple Award Schedules (MAS) program, allowing agencies to acquire total solutions in a simplified environment.
- Exploring and maximizing value from legislation and policy reform to minimize regulatory roadblocks, making it easier and more efficient to do business with GSA.
- Improving and modernizing the systems and the technology we rely on, focusing on the user experience and ease of use, starting with contract writing and catalog management.
- Partnering with commercial e-Commerce providers to allow agencies to procure commercial off the shelf (COTS) items, modernizing the government buying experience (in support of FY18 NDAA section 846 - Procurement Through e-Commerce Portals).
- Working toward a "creation-to-closeout" digital business environment, integrating contract management and purchasing capabilities.

To create the FMP, we will leverage Human-Centered Design principles, an iterative, customer-centric approach that places the people we are trying to serve, and their real-life experiences, at the center of the process. User research is driving the design of the FMP's solutions, helping the FMP Program Management Office (PMO) identify the changes needed in policy, processes and technology so we can make the federal market a better place to do business for our customers and industry partners. The overall FMP Initiative goals include:

- Making it easier for buyers to find the products, services, and suppliers that meet their mission needs.
- Enhance the ability of qualified suppliers to do business with the Government.
- Optimize processes and procedures to enable the FAS workforce to support service delivery and higher value activities.

FMP will be a catalyst for FAS optimization and also align with elements of the President's Management Agenda to improve the customer experience, shift from low-value to high-value work and reduce regulatory burden.

3.1.2. Description of Support

The scope of this Task Order is to acquire a broad range of professional services, to include program management, strategic planning, user experience, change management,

performance and data management, business and data analysis, stakeholder engagement and subject matter expertise in marketplace design including e-Commerce.

3.2. TASKS

3.2.1. Program Management Support

The Program Management tasks require ensuring program operations, strategic planning, research and recommended solutions to complex marketplace and acquisition issues are provided through a coordinated and unified approach. Additionally, these tasks are to address legislative, regulatory, policy changes by developing the business cases and program structure needed to define the rules of the marketplace of the future. The tasks also include ensuring that stakeholders are included, informed and have a voice in the end state.

- Provide operations support to the FMP PMO through expert program guidance, program improvement, project management, and process definition and refinement.
- Provide project status updates in the form of a single report that addresses the status of all the work being performed against the individual objectives in sections 3.2.1 to 3.2.4 and including section 3.2.5 if exercised.
- Support the development and implementation of the FMP strategic roadmap, including the execution on the identified initiatives and tasks and depiction of future systems environment.
- Refine, as needed, the short term and long term vision, mission, objectives, goals, and strategies that support and promote the FMP as the team engages with key stakeholders.
- Support the development of a FMP initiative target environment description.
- Support the development of strategies to ensure that all milestones and deliverables associated with the FMP Strategic Plans will be met and adopted by stakeholders.
- Participate in legislative, regulatory and policy discussions relevant to marketplaces.

The contractor shall develop and maintain a Quality Control Plan (QCP) to ensure services are performed in accordance with the Quality Assurance Surveillance Plan (QASP) requirements provided in Attachment B, and described in Section 5.1 of this solicitation. The QCP shall outline the procedures the contractor will implement to identify, prevent, and ensure the non-recurrence of defective services.

3.2.1.1. Stakeholder Engagement & Communications

The contractor shall assist the FMP PMO in identifying internal and external stakeholders critical to the success of the acquisition modernization initiative. This includes updating current stakeholder mapping documents and charts to properly depict the landscape of stakeholders within industry, Government, and GSA. Assist the FMP PMO in identifying specific representatives or points of contact in each stakeholder group and ensure the list is maintained current throughout the life of the intermediate phase of the acquisition modernization initiative. Conduct high-level stakeholder assessments to determine the level of influence each entity has on the initiative with a communications plan which identifies a strategy for contacting each stakeholder.

The contractor shall depict the sequencing and phasing of high-level workstream activities, and high-level outreach activities to garner agency and vendor feedback to help shape the end solution (a detailed stakeholder engagement approach will be separately managed), and identify key risks associated with the potential of stakeholders not buying-in to the initiative. The contractor shall provide support in preparing communications documents appropriate to the engagement activities, including, but not limited to: talking points, stakeholder toolkits, training materials, email campaigns, press releases, social media and digital content, white papers, fact sheets, etc. The contractor shall also assist in managing and support the execution of the communications plan including support to the FMP PMO, as required, with coordinated industry and supplier engagements such as (and not limited to) RFIs and industry days. All work will be performed in coordination and collaboration with the FMP PMO and relevant stakeholders.

3.2.2. Marketplace Design and Implementation Expertise

Marketplace design and implementation expertise tasks are to ensure access to expertise from the commercial sector that cannot be found within government in order to provide insight into marketplace design, including e-Commerce platforms, both commercial and federal, analyze our needs, and to advise on the many options to provide marketplace solutions. While e-Commerce does not cover the entire marketplace it will be an important part of the overall marketplace and the focus of the proof of concept noted below. Additional prototyping for other aspects of the marketplace will be developed to consider and be complimentary of the e-Commerce proof of concept. To meet this performance objective under this task, the contractor shall perform the following functions.

3.2.2.1. Subject Matter Expertise

The contractor's personnel shall provide expertise in the following knowledge areas:

- Transitioning a large organization to a new e-Commerce platform through the partnership with commercial e-Commerce platform providers, to include the associated change management activities.
- Building and executing digital business strategies for large scale organizations.
- Holistic understanding of e-Commerce, e-Marketplace and e-Procurement offerings that provide solutions for the procurement of products and services.
- Assessing the business models of commercial e-Commerce platform providers, to include a full understanding of their term and conditions and fee structures.
- Prototyping and launching minimally viable commercial platforms and marketplaces as test pilots or proofs of concepts.
- Use of human-centered design techniques to inform solution development.
- Designing business model alternatives for the FMP and their associated financial models.
- Determining impacts of legislation, statutes, rules, and commercial business practices in assessing strategy alternatives.

3.2.2.2 User Experience Support

The user experience support services shall help the FMP PMO better understand the perspective and process of federal suppliers, buyers, and brokers as it relates to the Federal Marketplace experience. The Federal Marketplace experience is defined as the acquisition

process, from supplier onboarding to contract closeout. It includes a multitude of processes, systems, and stakeholders in order to deliver an acquired solution, product, and/or service to a Government customer. Support under user experience includes user research, design, and analysis to document the current state of the marketplace and understand what users want in a modernized marketplace experience. Lastly, User Experience also encompasses roadmapping and requirements support to help develop epics and roadmaps which determine how to achieve the objectives of the FMP initiative.

- Provide support related to the FMP user research plans including the creation and modification of user experience interview guides, supporting user forums and methods of collecting ongoing user feedback, refining the developed personas, and developing user experience best practices and recommendations.
- Provide analysis support to provide insight, synthesis, findings and recommendations from the research conducted from user research interviews and sessions in order to prepare for requirements definition and refinement.
- Assist with the development of epics and related roadmaps to establish the requirements, including but not limited to, collecting and analyzing data from internal sources, holding interviews or focus groups to evaluate customer needs, conducting requirements reviews during the discovery phase, or eliciting requirements using other agile methods.

3.2.2.3. Prototyping and Proof of Concept Support

The contractor shall create and modify prototypes and/or proofs of concepts to design solutions to address user pain points, improve efficiency and overall effectiveness and to improve user experience in the FMP. These tasks also include designing, creating, modifying and implementing proof of concepts to test models with prospective buyers and set an appropriate foundation for further growth. To meet this performance objective under these tasks, the contractor shall perform the following functions.

- Design, create and modify non-IT prototypes and proofs of concept which align to the user research findings. No software development is anticipated under this TO.
- Test models in support of recommendations for development.
- Ensure inclusion of scaled implementation and user-centered design.

Institutional transfer of knowledge and materials developed in support of this Task Order to Government staff and other support contractors is required.

3.2.2.4. IV&V and Implementation Support

Implementation of the proof of concept and/or prototypes developed under this TO, to include the integration of commercial e-Commerce platform providers that GSA is working to implement pursuant to Section 846 of the FY 2018 National Defense Authorization Act (NDAA), is outside the scope of the TO and will be procured under a separately awarded contract ("Implementation Contract"). During each implementation phase of the Implementation Contract, the contractor shall monitor performance of the solution provider/integrator (awardee of the Implementation Contract) and provide verification to the Government that the solution meets expectations, that the solution provider/integrator performs in a competent manner on all tasks, that the project is sufficiently documented so that it can be easily maintained by

another party, and that the project complies with the Government's requirements or accepted standards of performance.

The contractor shall review all test cases and training developed by the provider/integrator to ensure that the test cases cover all requirements that have been provided and that the training documentation covers all areas outlines in the user experience process mapping.

3.2.2.5 Scaling the proof of concept

The contractor shall develop the roadmap to scale the proof of concept by identifying adoption strategies, proposing fee models and how it will address cost recovery, supplier strategy (to include onboarding /offboarding), identifying the selection process, developing the underlying acquisition strategy to support a dynamic supply-base, incorporation of other FAS programs (such as General Supplies and Services (GSS) Requisitions) and development of performance indicators.

The contractor shall support the FMP implementation plans and deliver on the completed products by: developing product category strategy, drafting recommended governance structure, refining the fee structure, developing the plan to transition the operational program to GSS, identifying user experience areas to improve buyer and seller processes.

3.2.3. Change Management
The Change Management task is to guide and assist our stakeholders through the changes that they will experience as we transition to the marketplace of the future. To meet the performance objectives under this task, the contractor shall perform the following functions.

3.2.3.1. Change Management Communications
The contractor shall support the FMP PMO in its efforts to inform all stakeholders about the initiative. In this regard, the contractor shall:
- Support the development of messages and marketing materials to effectively inform and increase internal and external stakeholder awareness of marketplace principles, services, and benefits.
- Assist FAS organizations and their communications teams to manage change within their business lines, supporting the development of outreach strategies with affected FAS organizations to achieve change management objectives.
- Assist in developing specific and targeted communication materials, products, and activities to the identified personas.
- Support the development of messaging and message maps, calendars, etc. that are visually appealing and can be easily interpreted and understood by stakeholders.
- Ensure alignment to Government-wide acquisition initiatives and other FAS organizations (including GSS) transformation efforts.
- Assist with standing up potential Change Control Board (CCB) or other governance structures with proper charter and procedures which can properly manage change across the agency.

3.2.3.2. Adoption Support Plan

The contractor shall provide support in developing outreach and end-user engagement strategies that result in a comprehensive adoption campaign for the FMP. The outcome of this activity must result in adoption of the program Government-wide. The objectives include the following.

- The contractor shall support obtaining stakeholder feedback to assess whether and how stakeholder needs are being met.
- The contractor shall analyze behaviors, attitudes, and practices of stakeholders to identify risks to the development of proof of concepts and phased implementation approaches.
- The contractor shall assist in determining how to drive Government-wide adoption of the FMP which includes adoption of the commercial platforms.
- The contractor shall recommend actions to support ongoing adoption activities.

3.2.4. Performance Management and Business/Data Analysis

The performance management and business/data analysis tasks support the FMP ability to meet or exceed strategic benchmarks as well as establish goals and key performance indicators (KPIs). The contractor shall develop Key Performance Indicators (KPIs) where not already established to enable the FMP PMO to set long term goals and measure the success of the benchmarks established for the FMP progress. Additionally, the contractor shall establish processes and standards to address overall data management including analyzing and visualizing data. To meet this performance objective, the contractor shall perform the following functions.

3.2.4.1. Metrics Development and Monitoring

The contractor shall track the FMP strategic plan elements, develop, collect and analyze the Key Performance Indicators (KPIs) against the performance metrics in order to provide guidance and recommendations to the FMP PMO.

Performance Management Services
- Developing metrics including identification of obsolete and new KPIs to track.
- Collection methods and owners to be defined as well as frequency of reporting.
- Analysis of data necessary to support the tracking and collection of KPIs.
- Developing Dashboards to support the analysis of those metrics.

3.2.4.2. Market Data Analysis Support

The contractor shall conduct analysis requirements development and subsequent analysis execution across a variety of platforms. This would include, but not be limited to such services as analyzing and translating COTS spend and contract data, analyzing specific program effectiveness or improvement opportunities, tracking trends and measuring compliance. The contractor shall perform descriptive, exploratory, and predictive market data analysis as requested. The contractor shall develop methodologies that provide quantitative and qualitative analysis allowing for the Government to make decisions which optimize performance of the FMP.

The contractor shall establish processes, standards, tools and templates to address storing, using, accessing, retaining, reporting and visualizing data. The contractor's approach shall be compliant with statute, regulation, and policy for proper management of data.

The contractor shall perform analysis that help monitor the metrics for the FMP to help realize the success stories and cost savings that efforts will provide. In order to achieve the expected cost savings – and have the ability to reduce prices – it is necessary to have visibility into specific cost drivers within each effort and the revenue needed to recover those costs.

> This will include the follow activities:
> ● Assessing Federal spend data from sources such as the Federal Procurement Data System (FPDS) and SmartPay.
> ● Conducting analysis on the Federal market as a whole (including open market spend).
> ● Analyzing data collected via RFIs.
> ● Development of fee structure for the identified alternatives.
> ● Determining business model cost/fee structure.

3.2.4.3. Synthesis of Data and Business Analysis

The contractor shall support the FMP PMO, subject matter experts (SMEs) and relevant stakeholders by gathering, aggregating, and analyzing relevant COTS product spend, agency demand, market and supply chain data and translating it into actionable items for the proof of concept. The contractor shall be required to engage with other agencies in support of this task. The contractor shall work with analysts in the Office of Enterprise Strategy Management through the FMP PMO, as needed, to ensure alignment with data collection, reporting and analysis requirements and initiatives and assist in developing tools, processes and solutions to provide enhanced data transparency and reporting.

The contractor shall support the development of data integration and management strategies, to include: assisting with the development of data standards, processes, use cases, tools, reporting tools, and implementation guidance.

3.2.5. Optional Tasks

3.2.5.1. Visualization Support (Optional Task 1)

The contractor shall facilitate visualization sessions to support the FMP PMO in diagramming, visioning and mind-mapping complex challenges within the initiative. This task will also assist in building visualization tools and diagrams for the launch of a new phase or project within the scope of the FMP initiatives. The benefit of the visual diagrams, graphic tool, or map will be to have a representation of how ideas work together in accomplishing desired outcomes.

> ● Apply visualization principles to data and/or conceptual ideas provided by the government to create supportive visual tools for the initiative.
> ● Create supportive visualization charts to make empirical data look clear and compelling to the appropriate stakeholders.
> ● Organize and facilitate visualization workshops ensuring the proper stakeholders are in attendance and that proper outcomes are achieved.

3.2.5.2. Training (Optional Task 2)

GSA will be responsible for educating Government buyers on purchasing through the marketplace including customer platform and customer experience training. Training is loosely defined and can be delivered via canned presentations at conferences, formal classroom courses, and even online through webinars. The contractor shall support the creation and delivery of all related training. In most instances, GSA staff will deliver the training, although it is possible that the contractor may be required to deliver the training.

Training support shall include, but not be limited to:
- Collaborating with stakeholders to gather and document training requirements.
- Developing visually appealing, relatable training content for stakeholders.
- Developing instructor guides.
- Coordinating stakeholder testing of training.
- Coordinating training logistics (technical and administrative).
- Delivering training.
- Tracking training effectiveness.

3.2.5.3. Customer Experience Optimization (Optional Task 3)

The contractor shall conduct additional customer focused optimization activities in conjunction with the user experience task where scope is expanded across GSA. Activities may include but not limited to:
- Creating a customer-centric taxonomy of GSA offerings to help customers navigate and connect GSA offerings.
- Developing a GSA value proposition map across service offerings to include competitive analysis (via qualitative and quantitative research and competitive benchmarking).
- Developing a framework for customer buying events/behaviors in support of organizing the GSA digital presence (e.g., one-off purchases, large strategic moves like going to the cloud, or real estate move/consolidation).
- Establishing an environment to create design enhancements and publish to web in coordination with gsa.gov team based on identified priority sites and following an existing set of design tools and playbook.
- Categorizing agency customer and supplier tasks and identify opportunities to amplify, sunset, or steer tasks into specific channels (e.g., self-service or guided support).